

## Report to Civic Works Committee

**To:** Chair and Members  
Civic Works Committee

**From:** Kelly Scherr, P.Eng., MBA, FEC  
Deputy City Manager, Environment & Infrastructure

**Subject:** 2022 Renew London Infrastructure Construction Program  
and 2021 Review

**Date:** March 29, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure, the following report concerning the 2022 Renew London Infrastructure Construction Program **BE RECEIVED** for information.

## Executive Summary

The purpose of this report is to provide Committee and Council with a review of the 2021 Renew London Construction Program and highlight major City construction projects planned for 2022. This report outlines successes and lessons learned from 2021 and identifies potential risks for the upcoming construction season and the measures planned to mitigate those risks. This report includes the following information.

2.1 – A review of the 2021 Renew London Program including a program overview, discussion of carryover work and budget implications.

2.2 – A look ahead to the 2022 Renew London Program.

2.3 – A summary of emerging construction industry pressures and several initiatives already implemented to mitigate potential impacts for 2022.

2.4 – An overview of the various construction mitigation, customer service and communication strategies applied to support Londoners through construction.

Additional supporting information has been included as appendices for reference.

## Linkage to the Corporate Strategic Plan

The annual Renew London infrastructure Program supports several measures under Municipal Council's 2019-2023 Strategic Plan. The program helps in Building a Sustainable City by constructing new infrastructure that supports future development, protects the environment, and manages the infrastructure gap. The program is also related to Growing our Economy by increasing public and private investment in strategic locations. Lastly, the Renew London Construction program strives to Lead in Public Service by providing Londoners with valued customer service, timely communication, and coordination to minimize impacts.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Corporate Services Committee – January 31, 2022 – Procurement of Goods and Services Policy Revisions Resulting from the Pandemic and Current Business-Related Needs

Civic Works Committee – January 11, 2022 – Ontario Regulation (O.Reg.) 406/19 On-Site and Excess Soil Management

Civic Works Committee – March 30, 2021 – 2021 Renew London Infrastructure Construction Program and 2020 Review

Civic Works Committee – March 18, 2019 – Renew London Infrastructure Construction Program

Civic Works Committee – March 19, 2018 – Renew London Infrastructure Construction Program and 2017 Renew London Post Construction Overview Report

## **1.2 Context**

The Renew London Infrastructure Construction Program manages the sustainability of London's infrastructure through a combination of road, bridge, bicycle, sewer, water, sidewalk and intersection improvements. The program addresses existing lifecycle needs, system improvements, and growth-related priorities.

Renew was created to drive efficiency in infrastructure delivery and minimize delays and inconveniences to the public during construction by coordinating annual capital construction projects. As leaders of the program, City staff are responsible for managing City construction projects and providing onsite inspection where required. This oversight helps to ensure projects are well-communicated, completed on time and on schedule, and safely built in accordance with plans, specifications, and City standards.

## **2.0 Discussion**

### **2.1 Review: 2021 Renew London Infrastructure Construction Program**

#### **2021 Construction Program Overview**

The 2021 Renew London Infrastructure Program constructed many projects to expand and improve City of London infrastructure. 2021 featured key transportation improvement projects that have enhanced road safety, improved traffic flow for motorists, cyclists, pedestrians, and transit users and maintained infrastructure in a state of good repair. Several necessary stormwater management projects were also advanced in 2021.

Overall, 2021 was a successful construction season with the reconstruction of 80 lane kilometres of road, 14 kilometres of sanitary and storm sewers, and 10 kilometres of watermains. The City managed a portfolio of Council-approved projects totalling approximately \$100 million.

The network for cyclists of all ages and abilities also took a large leap forward in 2021 with the completion of three important projects (Dundas Street-TVP connection, Colborne Street cycle track extension and Dundas Street East cycle track) and the incorporation of cycling infrastructure on many other streets (Brydges Street, Wavell Street, Saskatoon Street and Fanshawe Park Road). These projects make London's roads safer for all users, encourage more emissions-free travel and leverage existing cycling investments by connecting to more people and places. Overall the cycling network expanded by 8.5 lane-km in 2021.

The COVID-19 pandemic continued adding pressure to an already constrained construction season but, working with its many industry partners, the City was able to keep projects safely moving forward and support investments in infrastructure.

Appendix A captures details of the 2021 Top 10 infrastructure renewal list and highlights some noteworthy projects from last year.

### **2021 Contract Carryover Work**

Minor finishing touches remain on some 2021 construction projects. This work is often surface work including the top layer of asphalt and installation of permanent pavement markings. These finishing touches are included in 2021 tenders, but generally completed for road reconstruction projects in the subsequent year to optimize material placement in better weather. The City plans on placing top coat of asphalt for 30 lane-kilometres of road in 2022. This work is coordinated with the 2022 construction program to ensure conflicts with projects in nearby areas are avoided.

### **Budgets and Schedules**

The City managed approximately \$100 million in infrastructure construction project work in 2021. The Construction Administration (CA) Team takes great pride in delivering London's annual construction program on time and on budget. To support this, the team continues to develop tools to monitor performance metrics throughout construction. The CA Project Management Dashboard tracks and monitors construction project progress against the established budget and estimated working days and ensures all invoices are paid in accordance with prompt payment legislation requirements.

Clear, defensible contract documents, engaged project management and active schedule and budget monitoring are tools used to safeguard awarded contract budgets. Contracts also include a contingency to account for typical issues or change orders that can pop up in any project, often related to unforeseen underground conditions and utility coordination complications.

The impacts of the COVID-19 pandemic have impacted many industries and economic sectors, including municipal construction and project teams have been observing an increase in the use of contingency funds across all projects. Change orders as a percentage of contract value increased from 3.17% in 2020 to 5.41% in 2021. Increased contingency usage in 2021 was mainly related to price increases in the Asphalt Cement Index and scope changes to incorporate necessary added infrastructure renewal work not identified in the tender, noting that it is almost always more cost-effective and less disruptive to implement these scope changes while the contractor is engaged at competitive unit prices than to proceed with a subsequent separate tender.

With an annual construction program of this scale, there can be projects that encounter budget impacts that exceed the available contingency due to challenges that could not have been anticipated by the contractor, consultant, or the City. At the conclusion of 2021, the majority of projects are expected to be completed on or ahead of schedule and remain on budget. The following 2021 projects were impacted by budget pressures that exceeded the awarded contract value. The combined value of these contract increase requests reflects an overall budget variance of 1.7%, which is less than the estimated 4.6% overall savings resulting from unused contingency dollars over the program. Unused contingency funds are returned to program budgets to support additional infrastructure renewal the following year.

#### Transportation Infrastructure Renewal Projects

- Dundas Street TVP Connection
- Fanshawe Park Road Boulevard Cycling Lanes Rehabilitation
- Colborne Arterial Road Reconstruction project

#### Water and Wastewater Infrastructure Renewal Project

- English Street and Lorne Avenue

#### Stormwater Infrastructure Renewal Project

- Metamora Stormwater Outfall Replacement

Companion reports have been prepared for the projects noted above to recommend contract amendments in accordance with the Purchasing and Services Policy. These reports are included for the same March 29, 2022, Civic Works Committee agenda.

Additionally, the budgets for the Wortley Road and Brydges Street / Wavell Street Cycle Track projects are being closely monitored as they complete carry over work in 2022. The project team is evaluating all options to keep these projects within budget and will follow the requirements of the Procurement Policy should additional funds be required at a later date.

## **2.2 2022 Renew London Infrastructure Construction Program**

### **2022 Construction Program Overview**

The 2022 budgets will invest in key priority areas to support the city's growing population needs and make improvements to aging infrastructure. Focus remains on essential infrastructure and investments in replacing or building much-needed roads, water, and wastewater infrastructure.

The City is committing approximately \$190 million in construction improvements in 2022. This 2022 program includes lifecycle renewal investments of \$45 million for road improvements, \$39 million for sewer improvements, and \$30 million for water system improvements. Growth and external provincial and federal funding also contribute to 2022 projects such as the Adelaide Street Underpass project, Downtown Loop Phase 2 and East London Link Phase 1. Delivering these investments through integrated projects reduces costs by coordinating underground infrastructure work with the rehabilitation of roads, curbs, and sidewalks. This will improve and extend the lifecycle of London's critical road, water and sewer infrastructure and the reliability of its systems while protecting the environment.

There will be 90 lane-kilometres of road reconstructed, 13 kilometres of sanitary and storm sewers replaced or added, and 7.5 kilometres of watermain rebuilt in 2022. Approximately 0.25 kilometres of combined sewer will be removed, having a significant benefit to the environment. Over 20 intersections improvements will be constructed to address safety concerns in growing areas. More than 15 kilometres of new bike lanes and 6.5 kilometres of new sidewalk will be added and about 18 kilometres of existing sidewalks replaced. Cycling and sidewalks infrastructure will be built to improve safety, connectivity and accessibility.

In addition, 4 kilometres of watermain and 7.6 kilometres of sewers will be lined without having to dig trenches. These trenchless programs accomplish the goals of upgrading the infrastructure while allowing for significant capital avoidance and minimized social impact to residents and businesses by avoiding open cut construction.

The Top 10 Construction Projects are selected each year to provide an overview of the upcoming year's work and impacts. The 2022 projects involve areas across London, including Adelaide Street North Underpass, two rapid transit projects, Victoria Bridge Replacement, as well as other essential underground road and underground infrastructure upgrades and continued improvements to the cycling network.

The Downtown core will experience focused investments again in 2022 with the second phase of the Downtown Loop project on Queens Avenue and Ridout Street as well as Victoria Bridge and the start of the Adelaide Street grade separation project. The East Link on King Street will also begin in spring this year and will be closely coordinated with the other Core projects. While the 2022 projects have been scheduled to minimize disruptions to traffic, commuting around the city will be impacted. Residents are encouraged to plan ahead and exercise patience when traveling around construction zones.

Appendix B captures details of the 2022 Top 10 projects.

Visit [london.ca/roadconstruction](https://london.ca/roadconstruction) to learn more about the 2022 infrastructure projects and to view an [interactive story map](#) of this year's Top 10 Construction Projects. Communications efforts on the overall 2022 construction program and targeted communications on specific projects are either already underway or will be launching very soon.

## **2.3 Emerging Construction Industry Pressures**

2022 is on track to be the City of London's largest construction season in terms of both the number of projects and the value of the work. The construction industry in London and across Ontario is going through a period of considerable change with new standards, legislative requirements, and market conditions. There are several risks for the upcoming construction season that may impact project budgets, schedules, staff resources.

### **General Trends**

#### COVID-19 Protocols

The health and safety of all workers involved in construction, both contracted and City staff, is of paramount importance. In 2021, Contractors showed resilience and were able to build upon safety measures implemented in 2020, which included wearing of masks, screening daily for symptoms and working two meters apart where required. Industry response to evolving requirements was well-managed.

Safe work on construction sites will continue to include applicable COVID-related environmental, health and safety requirements. As Provincial restrictions are eased, the City's project teams will continue to monitor necessary health and safety precautions and remain prepared to implement mitigation measures as required to safely advance construction projects to completion should the Provincial regulations change.

#### Excess Soil Management Regulation

The Ministry of Environment, Parks and Conservation (MECP) "On-Site and Excess Soil Management Regulation" (O.Reg. 406/19) came into effect January 1, 2022, requiring soil sampling and testing, as well as documentation, tracking and registration of excess soil leaving construction sites. Contractors will be required to identify potential re-use sites for excess soil in their bids and complete additional post-contract award soil sampling and testing before construction can proceed in full.

Excess soil sampling and testing activities required prior to starting site excavation have the potential to add weeks to an already-constrained construction season. Industry engagement has also flagged concerns for potential backlogs at environmental testing laboratories and potential shortages in qualified staff for these facilities. The impacts to projects are difficult to assess without experience applying the new regulations on specific projects. London's early 2022 projects have experienced significant budget implications. In the interim, extra contingency costs are being incorporated into project budgets, particularly for larger projects requiring significant excavation. It is anticipated that, as the industry adapts to the new regulations, anticipated costs to specific projects will be better defined during the planning and design process. The schedule and budget implications of excess soil sampling on City contracts are untested until the industry has experienced one or two construction seasons under the new provincial regulations.

On March 14, 2022, MECP provided notification of a proposal to temporarily delay implementing O.Reg 406/19 until January 1, 2023. City staff will seek clarification on the implications of the proposed delay and review 2022 projects on a case by case basis for potential cost and schedule savings.

### **Schedule Pressures**

Infrastructure Renewal and growth projects have become increasingly complex in recent years with servicing partners seeking to align multiple renewal needs, utility coordination and innovative design elements requiring specialized sub-trades all of which can impact the length of a construction contract. As is, most of these projects require a full construction season to complete the required works, often with finishing touches and cleanup work carrying over into the spring. Supply chain interruptions, labour shortages and industry capacity have the potential to create additional pressures to the construction window in 2022 and beyond.

#### Supply Chain Interruptions

The City has seen firsthand in the marketplace the impacts of global supply chain interruptions. Most capital projects require the contractor to source materials, which delays the purchase until the contracts are awarded. Pre-ordering can be challenging for those materials requiring 'shop drawings' from the awarded contractor. Pre-ordering construction materials also requires careful consideration for storage and inventory while maintaining care-and-control of the items. It is critical that successful contractors are provided as much time as possible to order project materials to reduce the impacts of supply chain concerns. Global supply chain issues will be a significant risk in 2022, impacting the supply of vehicles and equipment, steel and plastic products, electronics and other necessary materials and equipment.

#### Labour Shortages

Labour shortages and increasing costs for skilled labour can add risk, which generally equates to increased project costs and longer project schedules. Many industries, including construction, are facing severe labour shortage issues as they struggle to return to regular working capacity amid COVID-19. Some capital projects over the last two years experienced extended waits for underground utility locates stemming from a combination of locate service providers having difficulty retaining staff through the pandemic combined with significantly higher than anticipated demand as both growth and public infrastructure investment hit record or near-record levels

#### Industry Capacity

2022 will be one of London's largest construction seasons to date, with senior government funds contributing to several "mega-projects" on top of the usual slate of critical infrastructure renewal and growth projects. At the same time, the residential building industry is also booming, with many local contractors and subcontractors also

working to support expanding new developments across London. It will be important to monitor and coordinate across projects, particularly later in the season when multiple jobs will be looking for temperature-dependant asphalt, concrete and pavement-marking work to complete or stabilize projects prior to freeze-up.

## **Budget Pressures**

Inflationary pressures for consumers and businesses have been well-documented in recent months and construction is no exception. One indicator of the impacts of inflation on construction pricing is the Statistics Canada Non-Residential Building Construction Price Index, which increased 11.6% over the last 12 months. The Building CPI is useful to track overall national economic trends.

### Material Costs

Supply chain interruptions have the potential to drive material costs over the duration of the construction season. Price increases have already been observed for items such as personal protective equipment (PPE), steel, copper, aluminum, lumber, paper products, electronics (micro chip shortages which also impact vehicle and heavy equipment deliveries and prices), plastics, utilities and fuel. Tender bid prices may also increase due to late or uncertain construction start dates associated with supply chain delays.

### Asphalt Cement Index

The City of London experienced almost \$400,000 in extra costs for placing asphalt on projects in 2021 from projects tendered in 2020 and 2021. This cost is related to the Asphalt Cement (AC) Index charge to the project. The AC charge is the price the road authority pays for asphalt cement and is directly linked to the published price index of the commodity, as set out by the Ministry of Transportation. The cost of asphalt increased dramatically between the time of contract tendering and asphalt paving. This cost increase was unpredictable and is not within the City's control to mitigate, noting AC impacts on 2022 projects will be closely monitored to better inform future project budgets. The rapid rise in the price of petrochemicals being experienced globally due to the situation in Ukraine is expected to further escalate AC charges in 2022.

### Late Season Construction Costs

The above-noted schedule pressures have the potential to delay the start of construction, ultimately driving more projects later into the construction season and possibly pushing some works to the following year. There is also potential for additional charges if contractors are forced to perform work too far into the fall or winter ("winter heat charges"). While cleanup and deficiency work in the spring is normal, pushing larger components of the contract to the following year can have both direct project costs and extend the impacts on residents and businesses.

## **2022 Infrastructure Renewal Program Mitigations**

Over the last two years, the COVID-19 pandemic and global supply chain interruptions have significantly impacted many industries and economic sectors, including municipal construction. While the complex and ever-shifting conditions make it challenging to anticipate implications for the 2022 construction season with precision, the team continues to monitor industry trends and implement measures to minimize likely risks, disruptions and financial pressures. The goal is to continue prioritizing flexible planning and mitigation strategies to appropriately respond to emerging issues and pandemic impacts.

Several initiatives and actions have already been implemented in an effort to alleviate the potential impacts of anticipated schedule and budget pressures.

### Locate Services

Locates are a critical first step to any construction project that can add time to the construction schedule if delayed. In recognition of ongoing utility locate delays provincewide and their impacts on municipal construction projects, the City of London has begun inserting the requirement for contractors to use a dedicated locator in 2022 construction contracts. This dedicated locator model strategy is a trial intended to enable faster and more efficient location of underground utilities to streamline projects, minimize or eliminate delays, and minimize or eliminate the risk of damaging important infrastructure.

### Administrative Increase to Contract Awards

The process for bringing contract awards forward for Council approval prior to document execution requires a minimum eight-week timeline from tender close to contract execution, leaving only five business days to confirm the compliant low bid and then turn around utility cost sharing agreements and finalize the source of financing. Administrative award of contracts allows for document execution within two weeks and much greater flexibility when timing the posting of tenders.

In February 2022, Council increased the dollar limit for delegated authority of contract awards to \$6 million from \$3 million. Streamlining more tender awards through an administrative process will reduce document execution timelines providing much needed additional time at the start of construction contracts. Prompt award and document execution following tender close also supports contractors in finalizing their agreements with subcontractors who may only hold their prices for a limited period given the volatile market.

Irregular bids or bids exceeding the available budget will still be brought forward for Council approval.

### Early Tender Calls

The City's multi-year budgeting approach allows for better planning and provides greater certainty to the construction industry. Early notice of construction plans ensures the City can secure contractors and achieve value for money for taxpayers. The tender list is shared with the industry in the fall so they can thoroughly prepare and bid on upcoming projects, mitigating the risk of price increases, and delivering the best possible value for taxpayers. Earlier tendering and timelier contract award yields significant efficiencies and cost savings. Earlier tendering creates a more competitive bidding environment and streamlines the process for road reconstruction and underground infrastructure renewal projects.

## **2.4 Delivering Construction Excellence for London**

The establishment of the Core Construction Program in 2018 represented a fundamental shift in the way the City approaches construction projects. The teams managing construction projects have continued to build on that approach by expanding resources and communications to ensure it is providing "above and beyond" service to business and community stakeholders affected by construction.

This annual Renew London report is more than a review of the current and previous year's Infrastructure Construction Programs. It also provides an opportunity to highlight the many construction mitigation, customer service and communication strategies applied to support Londoners through construction.

New for this year's annual Renew London report, these fundamental strategies have been captured in supporting appendix documents. Going forward, this section of the



Renew report will highlight key lessons learned from the previous construction season to be incorporated into these strategy summaries year over year. This section also highlights planned initiatives to support continuous improvement in the delivery of the City's annual construction program.

### **Construction Mitigation Strategies**

2021 once again saw significant works constructed in the Downtown and Old East Village. As a result, the project teams have continued to develop an understanding of the social challenges of working in a dense and urban environment.

Daily deliveries, commercial and residential access, sidewalk access, and security are all important issues to consider when constructing projects in these environments. The projects teams learned about managing the need for enhanced security when needed to keep City and Contractor property safe during inactive periods of the project. Maintaining sidewalk access throughout construction zones with regard for AODA requirements to support people with disabilities is especially important in the core area.

To help support businesses during the COVID-19 pandemic and construction, the City added temporary and courtesy park and pick-up locations throughout the downtown for customers and food delivery drivers when making quick food and parcel pickups. These short-term parking spots will continue to be available throughout the 2022 construction season.

Maintaining road access is not possible for all construction zones. Traffic control plans are established at the start of the project considering all modes, including vehicles, transit and cyclists. Detour signs are installed to help road users navigate the area and traffic changes and road restrictions are informed in advance through Public Service Announcements (PSAs), email notifications and social media.

Appendix C contains a more fulsome description of measures used to mitigate the impacts of construction for all Londoners.

### **Communications and Customer Service Strategies**

In 2021, the City continued to prioritize strong communications efforts to support local businesses and keep Londoners informed during construction, especially in the core area.

Working closely with Core-area BIAs – and relying on valuable feedback from residents and businesses gathered through recent Core Construction surveys – the team continued to prioritize communications tactics that provide the most value to stakeholders.

From having a dedicated, on-the-ground business relations manager, to enhancing wayfinding signage and advertising, the team applied a variety of traditional and digital tactics to support businesses through construction of the Downtown Loop Phase 1 and Old East Village Infrastructure Renewal projects.

Strong, evidence-based communications efforts will continue to be applied this year to support businesses in the core area. At the end of 2021 construction, 96 businesses who participated in the Core Construction survey continued to identify personal interactions with City staff, online resources, signage and parking accommodations as the most effective initiatives to support them in serving customers during construction – so these will continue to be areas of focus. Innovative tactics designed to help the team share construction information in a more timely manner are also being explored.

Appendix D contains a more fulsome description of communications efforts used to keep the community informed before and during construction.

### **Construction and Infrastructure Services: Planned Initiatives**

The corporate restructuring in 2021 established Construction and Infrastructure Services (CIS) which brought together the Construction Administration, Major Projects, and Geomatics Divisions to create a “centre of excellence” around construction infrastructure support services. The CIS team is involved in the administration, coordination and communication of delivering almost all of the City’s capital construction program on an annual basis.

#### Standard Contract Document Annual Review – Process Update

London’s Standard Contract Documents (LSCD) define the basis of all City construction contracts including both parties’ roles, responsibilities, and detailed description of the work or service such as drawings, specifications, procedures, any other conditions, etc. Each year, the City undertakes a collaborative LSCD review with input from local contractors and consultants to continuously improve contract language and maintain clear, organized standards. A similar annual process is the review and update of the Design Specifications and Requirements Manual (DSRM) which guides standards for municipal infrastructure constructed through development. Staff will explore options to enhance LSCD engagement with industry partners and move to a more formal process, similar to that used for the Design Specifications Requirements Manual.

#### Explore Options for a “Good Neighbour” Constructor Program

London is fortunate to have strong local and regional industry that has supported the City’s ongoing efforts to enhance construction administration for the annual infrastructure program. Building on that relationship, CIS is exploring ideas to develop a program that captures best practices contractors can use to be a “good neighbour” in the communities they are working in. Principles of a good neighbour constructor might include:

- Supporting robust communications with affected neighbours
- Keeping a clean and tidy job site
- Maintaining an accessible site and helps those with disabilities navigate it easily
- Demonstrating a respectful workplace
- Respecting the environment
- Engaging and supporting local businesses

Once developed, a program like this could be branded and promoted to the public as a symbol of how the City and its contractors take pride in their job sites.

#### Community Employment Benefits (CEB)

As a requirement of the Investing in Canada Infrastructure Program (ICIP) funding, all projects with over \$10 million in federal contributions are required to participate in the Community Employment Benefits (CEB) initiative. The goal of the initiative is to leverage infrastructure investments to benefit the communities and neighbourhoods where that infrastructure is built. Projects featuring CEB in 2022 include the two Rapid Transit Projects and the Adelaide Grade Separation. These projects are required to set specific CEB wage targets for federally-identified, under-represented target groups and then report annually on progress made against those targets. The team continues to monitor the implementation of CEB positions within applicable contracts and report back to ICIP progress against targets and share qualitative feedback on the successes and challenges of the program.

## Conclusion

The Renew London Construction Program manages the sustainability of London's infrastructure through a combination of road, bridge, bicycle, sewer, water, sidewalk and intersection improvements. The annual program is planned to address asset needs for infrastructure lifecycle renewal while at the same time ensuring that the growth requirements of the community are met in a timely manner.

2021 was a successful construction season with a portfolio of Council-approved projects totalling approximately \$100 million. In spite of mounting economic pressures stemming from pandemic and global supply chain impacts, the majority of 2021 projects are expected to be completed on or ahead of schedule and remain on budget. Companion reports have been included on this agenda for those projects in which budget pressures exceeded the awarded contract value.

The 2022 proposed construction portfolio is currently estimated at \$190 million. The program will reconstruct 90 lane-kilometres of road, add or replace 13 kilometres of sanitary and storm sewers, rebuild 7.5 kilometres of watermain and remove approximately 0.25 kilometres of combined sewer. Over 20 intersections will be improved along with adding more than 15 kilometres of new bike lanes, 6.5 kilometres of new sidewalk will be added and replacing about 18 kilometres of existing sidewalks. A robust communications plan for the 2022 program overall will start soon and targeted plans for individual projects are either underway or launch shortly as well.

Emerging market conditions and new regulations will increase pressure on project schedules in an already constrained construction season as well as project budgets. Advance measures have been taken to help mitigate these potential project risks, such as implementing a dedicated locator model for City projects, increased the dollar limit for delegated authority of contract awards, and early tender posts for the four largest projects. While it is challenging to predict how global and local pressures may affect the 2022 construction season, the team continues to monitor industry trends and prioritize flexibility and mitigation strategies in order to appropriately respond to emerging issues and ongoing pandemic impacts.

The City strives offer robust construction mitigations as well as sustained, sincere, and strategic communications as part of its annual construction program. Lessons learned from 2021 projects and anticipated risks associated with the 2022 construction season have been communicated to project managers to support design and future project planning.

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APPENDIX A – 2021 Renew Construction Program Top 10 List and Project Highlights

APPENDIX B – 2022 Renew Construction Program Top 10 List

APPENDIX C – Construction Mitigations Strategies

APPENDIX D – Communications & Customer Service Strategies

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Accessibility Community Advisory Committee  
Integrated Transportation Community Advisory Committee  
London Transit Commission  
Downtown London Business Improvement Association  
Old East Village Business Improvement Association

## APPENDIX A – 2021 Renew Construction Program List

The chart below identifies the Top 10 City projects in 2021, the status and tendered contract amount.

Three noteworthy 2021 construction projects, highlighted below, implemented exciting new infrastructure and various transportation projects made big achievements in further expanding London’s cycling network.

<b>Project</b>	<b>Tendered Contract Amount (Millions)</b>	<b>Status</b>
<b>Downtown Loop Phase I &amp; Municipal Infrastructure Improvements (King Street)</b>	\$8.2 M	2-year project. Phase 1 mostly completed in 2021 with streetscape, sidewalks to be completed in 2022. Phase 2 scheduled for 2022.
<b>Adelaide St North Underpass: Improved Mobility and Road Improvements</b>	\$60.19 M	3-year project 2021 project work included extensive site preparation and investigation. Project capital construction starting spring 2022
<b>Dundas Street (Old East Village) Infrastructure Renewal</b>	\$12.5 M (2020)	2-year project. Phase 1 2020 and Phase 2 2021. Mostly complete with spring 2022 finishing touches.
<b>Dundas TVP Connection: Cycling Infrastructure Improvements</b>	\$2.4 M	Mostly complete with spring 2022 finishing touches.
<b>Highbury Avenue – Wenige Expressway Bridge Renewal</b>	\$8.8 M (2020)	2-year project. Phase 1 was completed in 2020. Phase 2 completed in 2021. Mostly complete with Spring 2022 finishing touches.
<b>Hyde Park and Sunningdale Roundabout: Intersection Improvement</b>	\$3.7 M	Mostly complete with street light poles and finishing touches spring 2022.
<b>Brydges Street Infrastructure Renewal</b>	\$5.9 M	2-year project. Phase 1 mostly completed in 2021 with top coat of asphalt to be completed in 2022. Phase 2 scheduled for 2022.
<b>Saskatoon and Brydges/Wavell Bike Lanes</b>	\$2.7 M	Project half complete in 2021. All work on Saskatoon and partial work on Brydges to be completed in 2022.
<b>Mornington Storm Management Pond Expansion</b>	\$4.4 M	Project mostly complete within Right of Way / streets. Park and pond restoration to be completed in spring 2022.
<b>Wortley Road</b>	\$2.9 M	Project phased in 2021. 2 <sup>nd</sup> phase experienced delays and will be completed in spring 2022. Top coat of asphalt to be completed for both phases in 2022.

## 2021 Project Highlight: Hyde Park Road and Sunningdale Road West Roundabout

Reconstruction of the Hyde Park Road and Sunningdale Road intersection as a roundabout, was completed in fall 2021 with finishing touches planned for spring 2022. The two-lane roundabout improves safety for all road users and helps accommodate existing and future travel demand. The project also upgraded underground infrastructure which will help accommodate future growth and has an aesthetically pleasing finish due to landscaping in the central island. The completion of this roundabout is a safe and vital link in the London's transportation network and further realizes environmental benefits by reducing greenhouse gas emissions that result from idling and stop/starts.



Aerial pictures of Hyde Park /Sunningdale Road Roundabout before construction – existing two-way stop intersection



Aerial pictures of Hyde Park /Sunningdale Road Roundabout After construction – new two lane roundabout.

## 2021 Project Highlight: Dundas Street East (Old East Village)

The Dundas Street East (Old East Village) project was started in 2020 and completed in 2021. The improvements provide safe pedestrian movements and accessibility throughout the Dundas Street East corridor (Adelaide to Ontario), as well as providing area businesses with better features through enhanced lighting, visibility, and London's first main street bike-way.

Dundas Street East is a vital component and attraction to Old East Village ("OEV"). With proposed intensification in the area, maintaining and enhancing this corridor is an essential component in the success of OEV revitalization and the London Plan. This \$12.5 million project has transformed Dundas Street East and given it a more accessible and attractive pedestrian realm able to support sidewalk activations and draw in residents and visitors.



Streetscape and cycle track on Dundas Street in OEV



Paving top surface on Dundas Street in OEV

## **Downtown Loop and Municipal Infrastructure Improvements, Phase 1**

In 2021, Phase 1 construction of the Downtown Loop added a new curbside bus-only lane on King Street between Wellington and Ridout Streets. The project also included new streetscape elements and transportation and transit improvements aboveground, while replacing aging sewers and other underground infrastructure.

The Downtown Loop Phase 1 represents the first part of London's three rapid transit projects to be constructed, with the aim of providing Londoners with safer, more efficient transit operations. Once the Downtown Loop is complete, it will serve as a hub for future east and south legs of rapid transit extending across London, including the East London Link and Wellington Gateway.

The remaining phases of the Downtown Loop are planned to be constructed in 2022 and 2023. Permanent red bus-only lane markings and bus stop shelter infrastructure will follow under a separate contract.



Paving top surface on King Street between Talbot and Richmond Streets.



New maintenance hole structure supported by multiple beams at Clarence and King intersection



## Cycling Infrastructure Improvement Projects

The second phase of the Dundas Street-TVP Connection was completed in 2021 creating a new two-way protected bike lane on Dundas Street and an improved link for pedestrians and cyclists between the [Thames Valley Parkway](#) (TVP) and downtown.

The Colborne Arterial Road Reconstruction project further expanded the implementation of the core cycling network by extending the Colborne Cycle Track. The project involved pavement and signal renewal combined with over a kilometer of active transportation infrastructure to make cycling more accessible for cyclists of all ages and abilities connecting areas north of Oxford Street with Dundas Street, the core, and nearby schools. Construction started in late 2020 and the project was opened to traffic and transit operations in November 2021.

The Fanshawe Park Road Boulevard Cycling Lane project rehabilitated five of six phases of the existing boulevard cycling lanes on Fanshawe Park Road between Wonderland Road and Adelaide Street. It also included accessibility measures to support AODA requirements and improved waiting areas at bus stops.

There were three other cycling projects started in 2021 with remaining phases carrying over into 2022. The first phase of Brydges Street was completed adding bike lanes between Egerton Street and Highbury Avenue. Phase one of two was also completed to construct protected bike lanes east of Highbury Avenue on Brydges Street, Wavell Street and Saskatoon Street that will connect Kiwanis Park, East Lions Community Centre, two elementary and one secondary school when finished.



New bike lanes at Colborne Street



New bike lanes at Colborne and Central intersection



Dundas Cycle Track



New Cyclist Traffic Light at Dundas and Ridout intersection

## APPENDIX B – 2022 Renew Construction Program List & Top 10

The 2022 City's Top 10 Construction Projects are selected each year to provide an overview of the upcoming year's work and impacts. City staff have identified the Top 10 projects that will take place during the 2022 construction season.

The Top 10 are selected based on the following criteria:

- Scope of work (e.g., complete utility and sewer rebuild, asphalt resurfacing)
- Construction duration
- Location in relation to other nearby projects and the expected future benefits
- Road classification
- Road user impact
- Transit impact
- Impact to neighbours
- Proximity to events, schools, community centres, parks, cycle routes
- Economic impact and Government funding
- Supply chain exposure
- Excess Soil

### 2022 City's Top 10 Construction Projects

## Adelaide St North Underpass

1

**Work Type:** Improved Mobility, Road Improvements

**Tender:** \$60.2M

**Benefits:** Improved mobility, new sewer infrastructure, and enhanced lighting.

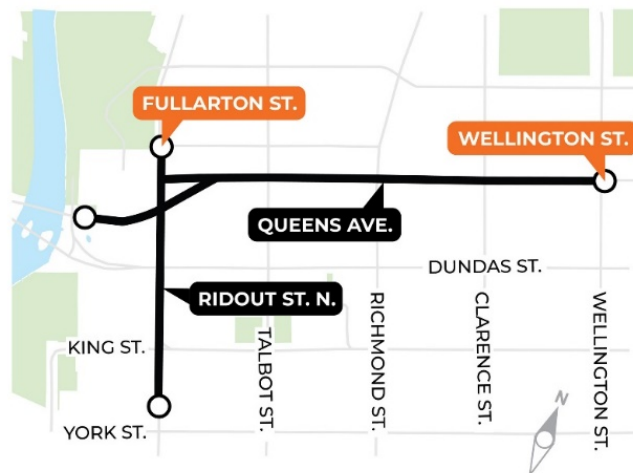
- Temporary sidewalk closures
- LTC route impacts
- Road closure
- Road closure

Website: [london.ca/adelaide](https://london.ca/adelaide)

Adelaide Street North Underpass

## Downtown Loop Phase 2

(Queens Avenue and Ridout Street North)







**Work Type:** Rapid Transit and Municipal Infrastructure Improvements

**Tender:** \$17.2M

Public Transit Infrastructure Stream (PTIS)

**Benefits:** Improved mobility, connectivity to transit, streetscaping, and water and sewer infrastructure to accommodate future growth.

-  Temporary sidewalk closures
-  LTC route impacts, detour to Dufferin
-  Cycling detour/connections
-  Phased road closures

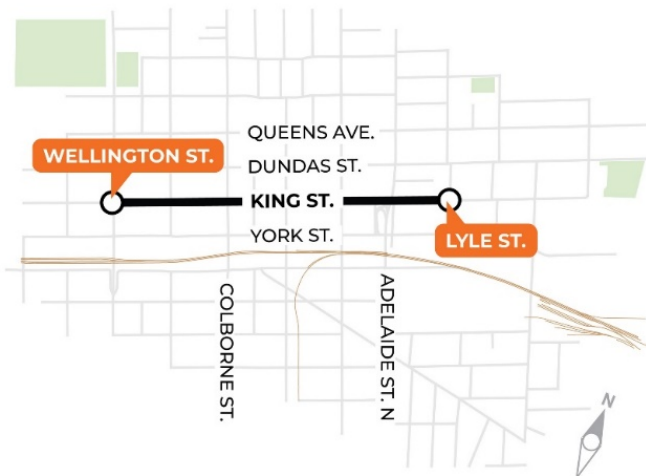
Website: [london.ca/downtownloop](http://london.ca/downtownloop)



### Downtown Loop Phase 2

## East London Link Phase I

(King Street)







**Work Type:** Rapid Transit and Municipal Infrastructure Improvements

**Tender:** \$20.9M

Public Transit Infrastructure Stream (PTIS)

**Benefits:** Improved underground infrastructure, connectivity to transit, streetscaping, and a separated bike lane.

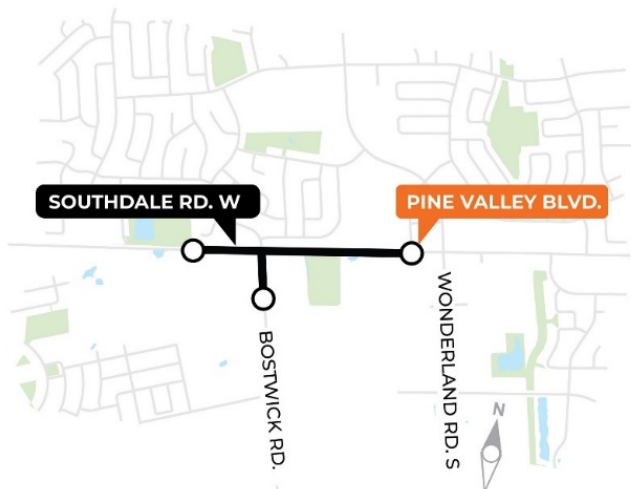
-  Temporary sidewalk closures
-  LTC route impacts
-  Dundas bikeway connection
-  Road closures

Website: [london.ca/eastlondonlink](http://london.ca/eastlondonlink)



### East London Link Phase 1





## Southdale Road West



**Work Type:** Road and Infrastructure Improvements

**Tender:** \$10.2M

**Benefits:** Improved underground infrastructure, road reconstruction, streetscape enhancements, new sidewalks and bike paths.

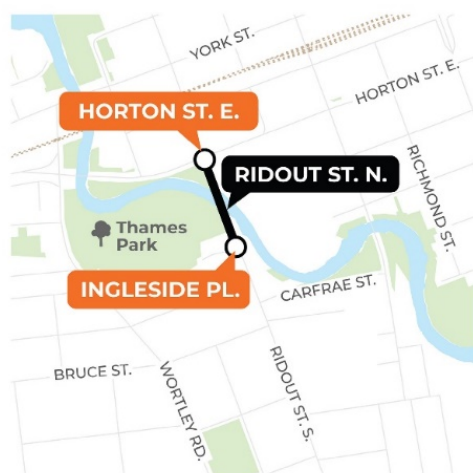
-  Temporary sidewalk closures
-  LTC stop impacts
-  Lane restrictions
-  Lane restrictions

Website: [getinvolved.london.ca/southdale](https://getinvolved.london.ca/southdale)



### Southdale Road West





## Victoria Bridge Replacement



**Work Type:** Infrastructure Renewal

**Tender:** \$22.8M

**Benefits:** Replace an aging 1920s truss bridge with new through arch-structure and improve active transportation network with wider sidewalks and extend bike lane connection to Thames Park.

-  Temporary active transportation bridge
-  LTC route impacts
-  Temporary active transportation bridge
-  Road closure

Website: [getinvolved.london.ca/victoriabridge](https://getinvolved.london.ca/victoriabridge)



### Victoria Bridge Replacement

## Mud Creek Phase 2



**Work Type:** Stormwater Improvement

**Tender:** \$9M (Estimated)

**Benefits:** Allviate existing and future flooding concerns identified in the Mud Creek Subwatershed Environmental Assessment.

-  Temporary restrictions
-  No LTC impact
-  Road closure
-  Road closure

Website: [getinvolved.london.ca/mud-creek-phase-2](http://getinvolved.london.ca/mud-creek-phase-2)



### Mud Creek Phase 2




## Kilworth Bridge Rehabilitation



**Work Type:** Bridge Improvement

**Tender:** \$500K

**Benefits:** Improved bridge condition and multi-use pathway below the bridge.

-  LTC route impacts
-  Road closure
-  Road closure



### Kilworth Bridge Rehabilitation





## Queens Avenue Road and Cycle Rehabilitation



**Work Type:** New Cycling Infrastructure and Road Renewal

**Tender:** Estimated \$1.5M

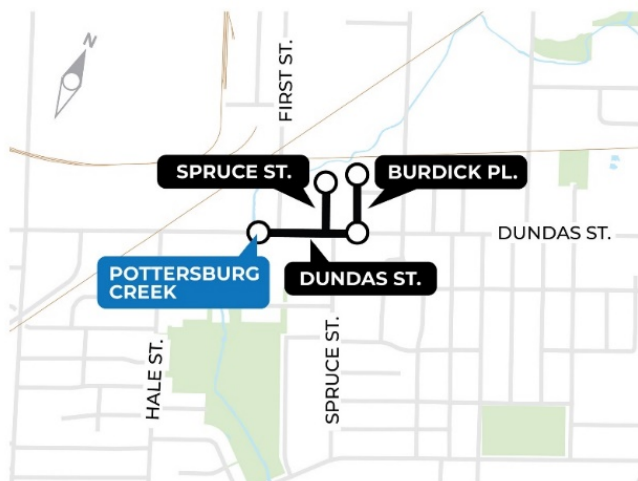
**Benefits:** Improved cycling infrastructure .

-  Temporary sidewalk closure
-  LTC stop impacts
-  Lane restrictions
-  Lane restrictions



Queens Avenue Road and Cycle Rehabilitation





## Pottersburg Phase I Reconstruction



**Work Type:** Infrastructure Renewal

**Tender:** \$5.8M

**Benefits:** Replacement of water and sewer infrastructure underground.

-  Temporary sidewalk closure
-  LTC stop impacts
-  Lane restrictions
-  Lane restrictions

Website: [getinvolved.london.ca/pottersburgea](http://getinvolved.london.ca/pottersburgea)



Pottersburg Phase 1 Reconstruction

## Brydges Street



**Work Type:** Infrastructure Renewal

**Tender:** \$5.9M

**Benefits:** Removal of combined sewer, and addition of new bike lanes.

-  Two year project
-  Temporary sidewalk closure
-  No LTC impact
-  Road closure
-  Road closure

Website: [getinvolved.london.ca/brydges](https://getinvolved.london.ca/brydges)



Brydges Street



## **APPENDIX C – Construction Mitigation Strategies**

The teams managing construction projects are regularly drawing upon lessons learned through the annual Renew Program to raise the bar on public service when supporting business and community stakeholders affected by construction. The following strategies are applied to help mitigate the impacts of construction for Londoners.

### **Project Coordination Mitigations**

The Renew London Infrastructure Program was created to drive construction efficiency by coordinating capital construction projects across Environment and Infrastructure. There are additional opportunities for City Staff to coordinate projects across internal and private partners to avoid potential overlapping construction impacts.

#### Core Area Construction Coordination Committee (CAC3)

The CAC3 was established in 2018 to better coordinate transportation impacts in the core stemming from known projects and permits in or affecting right-of-way, to inform core construction communications. Coordination of all construction activities in densely developed parts of the city, which are used intensively day and night by multiple diverse users, involves collaboration across several City divisions. Effective communication is paramount internally and with the City's private partners, transit, and emergency services. The committee focuses on anticipating and minimizing impacts and achieving equity in the travel experiences of all road users (pedestrians, cyclists, transit users and motorists) through weekly meetings during the construction season. In 2022, the core-area boundary being monitored by the Downtown Construction Coordination Committee extends from Horton Street to Oxford Street and from the Thames River to Ontario Street.

#### Utility Coordinating Committee

The mandate of the Utility Coordinating Committee (UCC) is to provide advanced planning of infrastructure work in the municipal right-of-way for over 20 different public and private organizations. Coordinating this work is a complex challenge compounded by hundreds of emergency and routine operational repairs undertaken by City Roads, Water, Sewer and Forestry Operation teams annually. There has been a significant increase in project applications for telecom companies which will continue as fibre to the home programs blanket most areas of the city.

Advanced cumulative planning through the UCC allows the City staff to better respond to proposed and unplanned work and helps visualize the effects of all projects relative to others and promotes better definition of specifications around scheduling of contracts. The City's goal is to ensure that construction is planned and sequenced in a manner that minimizes impacts on traffic and disruption to the public.

#### Phasing and Staging Projects

Through experiences on several recent larger projects, the City has recognized the benefits of splitting large scale projects into phases over multiple years or into stages by location within a single season, where possible. As with most projects there are inevitable challenges that can affect a project's schedule. With a project spread out over multiple years the impact of any delays are minimized and the cost to the City can be significantly reduced and controlled. Phasing projects over multiple years can have benefits, but other factors such as funding, local impacts, and transportation impacts need to be considered when deciding if this approach is appropriate.

## Mobility Mitigations

All work is being scheduled to minimize impacts on traffic as much as possible from the perspective of all road users. Construction schedules may vary due to weather and other factors, so it is important that Londoners stay alert and be prepared to adapt to changing conditions.

During construction, the public are advised to plan their travel in advance, consider alternate routes, be aware that street parking may be impacted, obey signage around work zones and be patient while traveling in and around work zones throughout the city. The City takes an active approach to coordinating construction to reduce prolonged disruption to local residents and the travelling public. Where possible, staff consider all the potential construction needs of a particular area and liaise with outside agencies such as the utility companies to coordinate their construction needs and plan how to complete the work together in stages or at the same time.

### Pedestrian Impacts

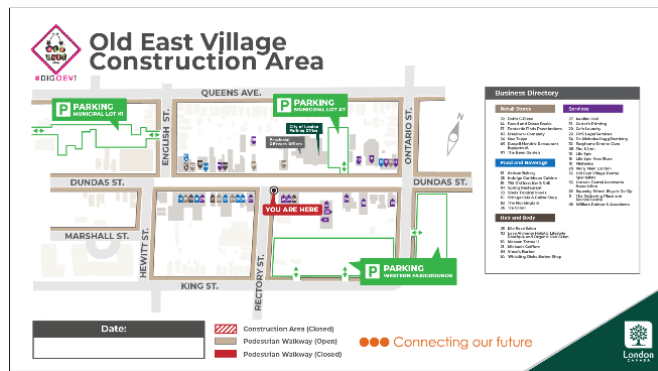
Accessibility around construction projects is a key consideration for all the City's construction activities. City contracts require that an accessible pathway through a construction site be maintained to the extent possible. When encountering certain project and site-specific constraints or disruptions, it is not always possible to continuously provide a safe and accessible route through a construction site. When construction activities require the temporary closure of an existing sidewalk for safety, the public will be notified of the disruption as per O. Reg. 191/11, Part IV.2, s. 80.48 (Accessibility for Ontarians with Disabilities Act, 2005, "AODA"). Where applicable, signage will be erected on site at either end of the work indicating that the sidewalk is closed. This will alert pedestrians to use an alternate route. While this alternate route may not always be most convenient way to reach a particular destination, it will ensure that the public is not entering into an unsafe situation.

Where possible, City projects include requirements to construct temporary hard surface sidewalks and, in some cases, temporary ramps to better facilitate accessible pedestrian movement. Navigational signage is also placed on site around large core area construction projects to support pedestrians and businesses.

2021 Core Construction projects such as Phase 2 of the Dundas Street (OEV) Infrastructure Renewal project and Phase 1 of the Downtown Loop on King Street included enhanced site security, improved lighting, additional signage, and enhanced walkways to improve public safety. These improvements for pedestrians were implemented to provide a more comfortable and secure construction environment for residents, businesses, and visitors.



Navigational signage used around the construction area



Pedestrian map to help navigate construction site – Old East Village

### Cyclist Impacts

Cyclists are an important consideration when designing and planning all infrastructure projects. While many projects include building new bike lanes and improving existing bike infrastructure, construction sites themselves are potential hazards for cyclists. City’s bicycle routes should be safely accommodated through or around work zones. When possible, the City creates detour routes for cyclists, posts signage around construction, and shares notices, public service announcements and maps online about closures.



Traffic changes on Dundas Place to support safety and mobility for all during core construction – example of bike detour signs to help cyclists navigate construction safely



Navigational signage used around the construction area

### Traffic Impacts

Congestion and disruption caused by public and private construction is disruptive to all road users. City staff manage programs to mitigate the impacts as much as possible by reviewing all projects from a traffic and construction detour impact perspective. Some projects will require road closures to complete the planned construction for the safety of

the contractor and the public, while others may only require lane restrictions. In any case, a detour to safely redirect traffic around the disturbed areas and permit the work to be completed in a timely manner will be implemented.

To optimize vehicle traffic flow in the areas affected by planned detours, the City may adjust traffic-signal timing, in addition to installing advance warning signage and optimizing apps such as Waze to recognize the closure. The City will have greater ability to adjust traffic signal operation as the Intelligent Traffic Signal project benefits are realized. As an effective and highly visible tool, more electronic Portable Variable Message Signs are being utilized throughout the city to provide drivers with current updates/detour routes digitally, on a larger screen.

Notwithstanding posted detour routes, increased traffic volumes are often observed on some neighbourhood streets near construction areas as drivers look for shortest routes around the closures. In some cases, temporary neighborhood traffic calming measures may be implemented to mitigate this behavior.

The City strives to minimize the disruption to the public during construction and maintain access to the maximum extent possible. Separating a construction project into stages to maintain use is often considered. However, it can often lengthen the duration of a project, creates challenges from a constructability and increased capital cost perspective. A balance needs to be established that satisfies both objectives. City staff believe this balance has been achieved with the 2021 Renew London construction Program.

#### Transit Impacts

City staff work closely with the London Transit Commission (“LTC”) to identify construction impacts affecting bus routes. LTC prepares and communicates detour routes as needed throughout construction projects. Several projects for 2022 will impact LTC routes, and these route changes will be listed on the Detours section of LTC’s website.

### **Access Mitigations**

#### Pedestrian/Sidewalk Access

Maintaining sidewalk access throughout construction zones, especially in the core area, continues to be a challenge when sidewalk work is required. Contractors are asked to maintain clearly labelled pedestrian maps and signage in advance of pathway closures. Where necessary, crews also provide a temporary smooth surface of plywood, asphalt, or concrete within the sidewalk area for pedestrians.

#### AODA and Supports for People with Disabilities

There are many people in our community who due to age, infirmity, injury or other reasons are dealing with mobility challenges and for them a construction zone can present lots of unexpected terrain and obstacles. Strategies to support accessibility during construction include clearly marked pedestrian routes with large signage at eye level to support those using mobility devices and brightly coloured fencing to help those with low vision. All construction workers are required to have AODA training and are encouraged to keep an eye for anyone that may be struggling and give a little extra assistance.

#### Motor Vehicle Access

While maintaining road access is not possible in all construction zones, free parking is being offered through the recently approved Core Area Action Plan to incentivize drivers to continue to visit despite the removal of on-street parking in the work zone. The City will also assist visitors through the use of advance warning signs and the Waze app.

### Temporary and Courtesy Park and Pick-Up Locations

To help support businesses during the COVID-19 pandemic and construction, the City added short-term parking spots throughout the downtown for customers and food delivery drivers when making quick food and parcel pickups. Temporary and courtesy park and pick-up locations will continue to be available throughout the 2022 construction season.

### Receiving Deliveries

Local businesses rely on the delivery of goods to operate. Understanding this, temporary loading zones have been designated in advance and will be clearly marked for retailers, suppliers, and rideshare services. In exceptional circumstances, new loading areas may be negotiated and installed. Concierge services can also be made available to assist with large or complex deliveries.

### **Service Interruption Mitigations**

Service interruptions can be extremely disruptive to businesses. Over the past few years, communication has been improved around planned service interruptions in the core area. Bi-weekly emails are sent to businesses from the project manager detailing what work has been completed, and what upcoming work is expected in the area. Tailored email notifications are also shared with impacted businesses at least 24 hours in advance of a service disruption, unless there is an emergency, in which case notice is provided as soon as possible.

### **Site Condition Mitigations**

#### Cleanliness of Work Site

Clean work zones are an important factor to deliver on positive experiences during construction. Sidewalk and street sweeping, sharps management, cigarette butt disposal, periodic window-washing, garbage/recycling receptacles for the general public and waste pickup for those living and working in the area will be included in tenders where possible. Coordination at/near key destinations (city-wide) Major closures led by third parties at or near critical destinations, such as hospitals, schools, community and seniors' centres are critical to the community. Though internal training, increased efforts with regards to communication plans in these important locations. This includes increased oversight of third parties such as CN/CP Rail and utility groups.

#### Social Impacts

The City has continued to develop an understanding of the social challenges of working in a dense and urban environment. Daily deliveries, commercial and residential access, sidewalk access, and security are all important issues to consider when constructing projects in these environments. It is important for the project teams to stay nimble and flexible when it comes to how to implement and stage a project, while continuing to listen to the challenges that local businesses and residents face.

#### Security Enhancements

In 2021, there was a need for additional security on several projects, to keep City and Contractor property safe during inactive periods of the project. Several incidents on projects also required the involvement of security personnel on site during working hours to assist with the safety of workers. The projects teams have learned when to increase the security presence on site.

## **APPENDIX D – Communications & Customer Service Strategies**

As London experiences larger and more complex construction projects, the City is prioritizing communications to ensure impacted businesses, residents, and property owners are informed before and during construction.

On a typical construction project, stakeholder outreach takes place before work begins to review and discuss potential impacts, such as property access and accessibility, collect contact information, solicit feedback, and share project details. Information gathered during these conversations is essential to shaping communications for each project.

To streamline communications between the City, impacted stakeholders, construction crews, and key private partners – such as London Transit and emergency services – a Construction Project Manager is assigned to each project. The Project Manager's contact information is shared before construction begins and members of the public are invited to connect with the Project Manager at any time during construction. This role is essential to ensure up-to-date information is always accessible, and to assist with construction inquiries and issues, manage Renew London updates, and keep Communications staff informed.

Anticipating exact impacts and unforeseen situations may be difficult due to the complexity and changing conditions for each project. However, Construction Project Managers work closely with Communications to ensure Londoners and impacted businesses and residents are informed about road closures, lane restrictions, sidewalk disruptions and other construction impacts that may arise. Key private partners and emergency services are kept informed on an ongoing basis through direct communications with Construction Project Managers, public service announcements, and the daily Renew London Road Report email.

### **Communications and Correspondence**

While frequency of correspondence may differ depending on the project's location, scope, duration, and traffic and social impacts, the following communication methods may be used to inform Londoners who live, work, or own property in proximity to a City-led capital construction project:

#### *Road construction projects*

- Construction notice letter
- Direct communication with Construction Project Manager (email, phone, in-person)
- Advance warning and detour signage
- Updates on the Renew London website

#### *Major construction projects*

Any of the tactics above, plus:

- A minimum of three project update letters
- Project-specific web page on [london.ca](http://london.ca) and/or [getinvolved.london.ca](http://getinvolved.london.ca)
- Public engagement webinars and/or pre-recorded presentations
- Public update meetings (in-person prior to COVID-19)
- Public service announcements (PSAs sent to media and posted on [london.ca/newsroom](http://london.ca/newsroom)) media updates
- Email notifications and updates to project-specific email subscribers

### *Core Construction Projects*

Any of the tactics above, plus:

- A Construction Business Relations Coordinator, whose primary focus is on supporting businesses through the construction process. Working closely with core area BIAs, the Business Relations Coordinator becomes a familiar face to impacted businesses through ongoing, in-person and virtual outreach, and ensures business concerns and questions are addressed by the project team. In previous construction seasons, this role was temporary. However, recognizing the value of this dedicated business support position, in 2022, this role was made permanent, and will be an ongoing resource for major construction projects moving forward.
- Ongoing communications and promotions with Downtown London and Old East Village BIA
- Custom wayfinding signage and navigation maps
- Collateral materials such as construction toolkits and contact cards
- Radio ads and social media advertising

### Navigation

The City continuously promotes the use of the following tools to help Londoners navigate construction safely and efficiently whether they drive, bike, walk, or take transit:

- **Waze app:** Through an official partnership with Waze, City staff keep the app updated with the most current local road information.
- **Renew London interactive map:** By visiting [london.ca/roadwork](https://london.ca/roadwork) residents can search by street to learn if their commute will be impacted.
- **Honk app:** Through an official partnership with Honk, drivers can continue to find and pay for parking nearby during construction. This year, core area visitors can take advantage of two-hour complementary parking using the Honk app.
- **LTC's online trip planner:** City staff work alongside LTC to promote use of their trip planner and detour updates during construction.

### Core Construction Program

The City of London has a vision to revitalize the Core Area as the cultural, civic, retail, and economic heart of London, and as a great place to live. Revitalization of the core area is essential to support city growth and mobility in the future. Not only are there several City-led projects planned in the core in 2022, but private development and private utility projects will continue as well.

Beginning in 2018 with the start of the Dundas Place construction, the City has supported major construction projects in the core with enhanced communications and opportunities for engagement. The Core Construction program supports area businesses and resident with additional resources such as a construction tool kit, enhanced wayfinding signage, small events, and marketing campaigns all using a consistent tagline "Connecting our future".

The City built the Downtown Loop Phase 1 on King Street to add a new bus-only lane between Ridout Street and Wellington Street, and completed the Dundas Street Infrastructure Renewal Project in Old East Village. Recognizing the impact construction has on the city's most dense urban area, the City will continue to create and support opportunities to engage with residents, businesses, and visitors during construction.

Enhanced communications and engagement will continue in 2022 to support construction in the core and surrounding areas. Key projects include the Downtown Loop Phase 2, East London Link Phase 1, Victoria Bridge Replacement, and Adelaide Underpass.

## Community Relations

Based on lessons learned between 2020 and 2021, the City continues to build its formalized construction mitigation program in the core. This program provides enhanced resources and communications on core construction projects to:

- Provide a positive experience for visitors and locals
- Encourage movement in and around the construction zone
- Enable easy access to City services and staff
- Promote impacted areas and support businesses in partnership with the BIAs
- Prioritize and facilitate project information sharing
- Foster community collaboration where possible

Program elements can be identified by its tagline: Connecting our future.

 Connecting our future.

## Measurement

To better understand the effectiveness of the core construction program, the City launched a post-construction survey in early 2022 targeted towards residents, businesses, and property owners in the core area.

The 2022 survey built on a previous survey that was issued after significant core construction in 2018 and 2019. The goal of the survey is to help the City understand stakeholders' top concerns and issues related to construction, in order to provide focused communication and construction mitigation efforts where they matter most.

This year, more than 90 impacted stakeholders responded to the survey, providing invaluable feedback to inform communications efforts on 2022 core construction and beyond.

The most effective and well received communications identified through the survey were:

- Email notifications
- Project web page
- Construction letters and notices
- Sidewalk signs
- Information from the BIA
- Conversations with City staff

The survey also identified the top five areas suggested for improvement:

- Pedestrian/sidewalk access
- Motor vehicle access
- Personal and property security
- On-street parking
- Receiving deliveries

City staff are using these survey results to refine the core construction program and are currently exploring ways to incorporate the feedback into other construction projects across London. Recognizing the value of stakeholder input on overall communications efforts, the team intends to continue soliciting feedback through a Core Construction survey at the end of each construction season.



## **Accomplishments**

### Public Engagement (city wide)

In 2020, the City launched an improved public engagement website – Get Involved. This platform continues to be the main online space for residents to provide comments, questions, and feedback on different projects across London. The improvements made to the Get Involved website more interactive to allow new and different types of digital engagement opportunities, and the website has been used to host information about multiple construction projects.

One of the many impacts of the COVID-19 pandemic involves public engagement and communication with Londoners regarding important City projects. As in-person opportunities to meet with residents and businesses were affected in 2020 and 2021 by COVID-19, these improvements to Get Involved have allowed the City to share construction information online differently using recorded presentations, live video webinars, and online Q&A's.

It is recognized that not all Londoners are able to access project information online. Project teams also offered a variety of other options and accommodations to ensure that everybody was able to receive this information. This included mailed letters, phone conversations, and printed construction information delivered to residents and businesses.

### Business Relations Manager

To streamline communications between the City, construction crews and businesses, a permanent Construction Business Relations Manager role has been created to support core area projects. This role was originally created as a temporary position during Dundas Place and core-area construction in 2018, but has been consistently identified by businesses as an essential one-on-one support. Through this position, businesses have a dedicated resource to assist with high-priority issues like access to their stores and parking, and a trusted conduit who is responsible for sharing – and addressing – their feedback with the project team.

### Email Notifications and bi-weekly updates (core area)

All core construction projects provide the added benefit of direct email notifications to residents, business and property owners who choose to subscribe. Through this channel, the Construction Administration team has been able to provide advance notification about service interruptions, work occurring near properties, and major site changes. This method of communication also achieved an above-average open rate of 43% and was identified as the most effective communication tactic in the post-construction survey.

### Construction Letters and Notices (city-wide)

To equip residents with more accessible, easy-to-read project information, the City of London has made all its construction letters AODA compliant with the goal of improving readability for all. Additional improvements include a reorganization of content where necessary and making information about project impacts, timelines, and options to stay informed more prominent.

### Wayfinding signage (core area)

In 2021, improved construction pedestrian signage was used to help label accessible routes within core construction zones. These additions were received positively by residents and businesses, and they will be applied to 2022's core area projects. When possible, signage will be installed in advance of sidewalk closures and temporary narrow or uneven surfaces. Regularly updated, clearly labeled pedestrian navigation maps will also be produced and posted where applicable. All signs will be carefully

designed to clearly state the specific impact without dissuading people from travelling through the area(s) leading up to the closure.

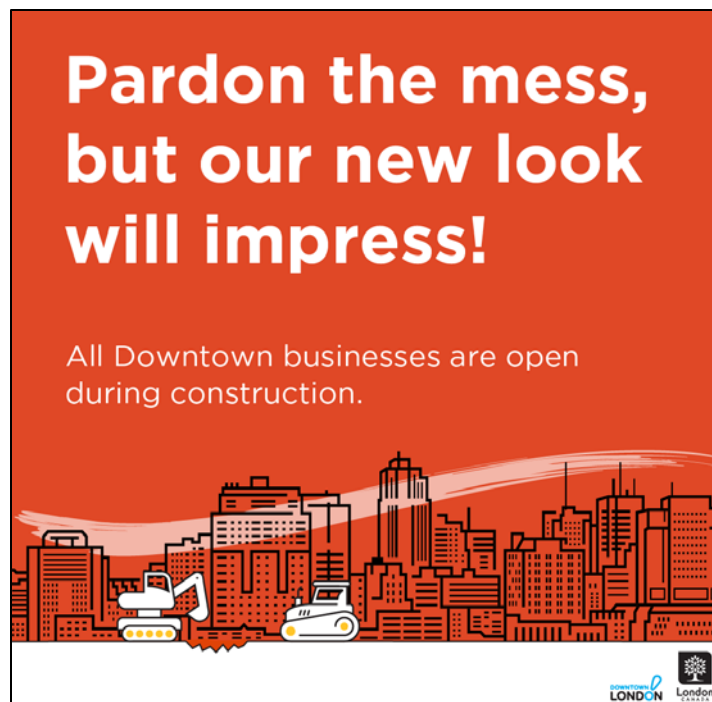
Last year, the City and Downtown London partnered on multiple signage initiatives in the core area to offer some “surprise and delight” within construction zones. Song-themed signs with construction puns garnered a great deal of social media attention, earning thousands of impressions online and drawing more attention to the downtown core during construction. In Old East Village, the City partnered with the BIA to create enhanced wayfinding signage to promote access to nearby businesses. Moving forward, the City will continue to work with BIAs & community members to exercise creativity through signage and other methods.



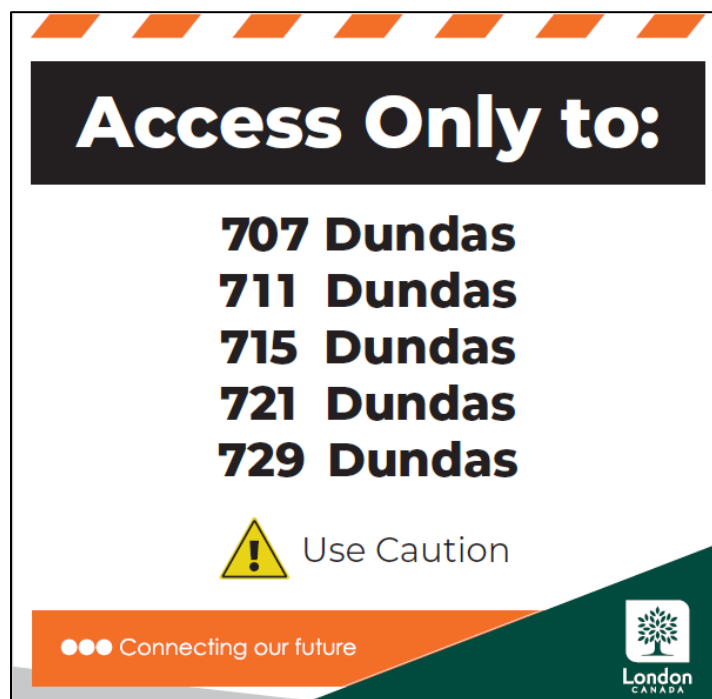
A navigational sign showing a safe pedestrian route at the intersection of King Street and Clarence Street.



A sign downtown promoting that businesses are open and showing a safe route for visitors to reach nearby businesses



A series of signs and social media graphics created in partnership with Downtown London to promote businesses using construction themed puns.



A navigational sign indicating access to properties in Old East Village.

#### Promotion of the Core during Construction (core area)

Promoting the core with the help of Downtown London and the Old East Village BIA will continue in 2022. Similar to last year, radio, billboards, social media, and other advertising will be used to communicate construction impacts and support businesses.

Radio advertising in partnership with the Downtown London and Old East Village BIA helped explain what the construction projects were accomplishing and promoted how visitors can reach the core during construction.

A promotional video was filmed in partnership with Downtown London featuring businesses and the area during construction.

Construction Dollars as part of the Core Area Action Plan were distributed to customers in the form of contest prizes, promotions, and giveaways through the BIAs and their businesses. In total, \$72,270 Construction Dollars were spent at businesses in Old East Village and Downtown in 2021. The Construction Dollars program will continue through 2022 to support businesses impacted by construction in the core area. Similar to last year, Construction Dollars will be distributed by the BIAs through contests, events and other initiatives.

New this year, Core Area Ambassadors will hand out Construction Dollars to help alleviate any inconveniences that visitors may experience, such as lack of on-street parking, due to construction.

Parking promotions for customers will continue to be coordinated for 2022. Last year, discount codes for free parking were offered using the Honk app, and temporary park and pick-up locations were made available for customers and delivery drivers.



A construction worker holding a quilt for a social media campaign promoting a local business.



Courtesy and temporary park and pick-up signs